

25 October 2007

CNO Guidance for 2007-2008



Executing our Maritime Strategy

The purpose of this CNO Guidance (CNOG) is to provide each of you my vision, intentions, and expectations for implementing our Maritime Strategy over the next four years. Each year, I will publish an update to this guidance that will further refine our course as necessary.

The following three documents provide the basis of my overarching guidance to guarantee our continued dominance as the preeminent maritime power:

- A *Cooperative Strategy for 21st Century Seapower* provides our Maritime Strategy. This document represents the first time the maritime forces of the United States – the Navy, Marine Corps and Coast Guard – joined together to create a unified strategy that integrates sea power with other elements of national power, and those of our friends and allies.
- The *Navy Strategic Plan* translates our Strategy into guidance for future Navy program development.
- The *Naval Operations Concept*, which we will soon revise to fully synchronize it with our Strategy, describes how the Navy-Marine Corps team will fight.

I will implement our Maritime Strategy by balancing our efforts to build the future force and maintain our warfighting readiness while developing and supporting our Sailors and Navy civilians.

My Vision

The United States Navy will remain the preeminent maritime power, providing our country a global naval expeditionary force committed to global security and prosperity. We will defend our homeland and our Nation's vital interests around the world. We will prevent war, dominate any threat, and decisively defeat any adversary. The Navy will remain a powerful component of Joint warfare by exploiting cutting edge technology and cooperating closely with the other Services, the interagency community, allies, and international partners. We will remain a superbly trained and led team of diverse Sailors and civilians, who are grounded in our warrior ethos, core values, and commitment to mission readiness and accomplishment.

Our Mission

With global partners, we protect the maritime freedom that is the basis for global prosperity and we address transnational threats to peace. As the preeminent maritime force deployed around the world, we conduct the full range of operations from combat to humanitarian assistance. We provide presence and operational flexibility with forward deployed maritime forces to ensure freedom of action. We deter and, if deterrence fails, win our Nation's wars. We foster and sustain cooperative relationships with an expanding set of allies and international partners to enhance global security.

My Guiding Principles

The following set of principles will guide and shape our activities.

Who We Are:

We are the United States Navy. The core values of Honor, Courage, and Commitment are the very fabric of our Navy military and civilian team. We are the face of the Nation, and we measure ourselves against the highest standards of duty, integrity and accountability.

We prevail in combat. We are equally committed to preventing and winning wars. The contributions of every Sailor and civilian combine to create a force capable of dominating the blue, green and brown waters of the world. This warrior ethos underpins our priorities and our decisions.

We protect our homeland and prevent conflict. We offer unique capabilities in the defense of our country. We deploy our forces everyday around the world to keep adversaries far from our shores and to build trust. .

We provide unparalleled opportunities for service. We are a diverse, high-quality force of Sailors and Navy civilians. Developing our Sailors and civilians and supporting the well-being of our families are the foundation for all we do. We ensure all members of our team are personally and professionally fulfilled. To sustain a force that is reflective of the national demographic, we address changes in demographics, attitudes and employment expectations of our Nation, including those of potential recruits and influencers.

We seize opportunities with enthusiasm and optimism. Part of our thinking, culture and processes is our willingness and ability to anticipate, plan for, and prepare to rapidly address change.

What We Believe:

We operate as a Joint and combined force. We share a common responsibility with the Marine Corps and Coast Guard to set the standard for Joint operations. The

combined access and capabilities of the Services, the interagency community, coalition partners, and non-governmental organizations are essential to sustain a security environment that allows the United States and the international community to flourish. Navy capabilities must reflect interdependencies and achieve integration with Joint and combined forces, while guaranteeing that we can deliver the unique effects expected of naval forces.

We balance our efforts. We will be both effective and efficient in building, sustaining and employing the force, informed by rigorous measures and a clear understanding of the return on investment. Our success in defending our Nation requires balance across the capabilities, capacity, readiness and people that combine to make the Navy a relevant force. We will maintain a long view with regard to balancing these priorities and respecting the imperatives of today while building a foundation for tomorrow.

We manage risk. We will identify, analyze, mitigate and then accept risk, appreciating that we must always consider the risks in aggregate across the entire force. Zero risk is not achievable nor affordable. We must manage risk and move forward to accomplish the mission while safeguarding our people and infrastructure.

We are fiscally responsible. We will determine the right type and levels of output required of our Navy, and align our resources and processes to deliver that output at the best cost. To this end, we must understand the return we derive from our investments of people, time, and money, and maximize them to the extent that effectiveness, efficiency and risk remain appropriately balanced.

We communicate with purpose. We will synchronize words and actions, and assess results to ensure all understand our action and intent. Actions without corresponding words are open to interpretation. Words without corresponding action can ring hollow. Effective communication is fundamental to achieving desired effects in every domain.

We strengthen and cultivate relationships. Our Navy interacts with many people and organizations on a local, national and international level. We will strengthen our current partnerships and engage future partners to build steadfast relationships that advance global maritime security and our common national interests.

My Intentions

In accordance with these principles, I will balance our efforts to build the future force, maintain our warfighting readiness, and develop and support our Sailors and civilians. Key enablers will directly support these efforts.

Future Force

- Build a Navy with appropriate force structure and develop the strategic laydown necessary to implement the Maritime Strategy, using as a floor our current requirement for 313 ships and 3,800 aircraft, as well as the necessary compliment of people and infrastructure to support “how we fight.”
- Align the requirements, resources and acquisition processes to achieve accountability and deliver the right capability on time and at the right cost throughout the lifecycle.
- Anticipate changes in global naval forces, discern changes in operational and strategic patterns, and adjust Navy posture, positioning and operational tempo accordingly.
- Leverage Science and Technology initiatives to ensure warfighting benefits accrue to future Sailors.
- Ensure U.S. Navy forces achieve Decision Superiority (ISR, C4, and Information Operations).

Warfighting Readiness

- Continue to be the dominant and most influential naval force, globally and across all maritime missions by:
 - Rapidly generating persistent sea power in response to regional crises anywhere in the world to assure friends and allies, and to deter, dissuade and, if necessary, defeat adversaries;
 - Leading Joint warfighting and contributing to the Joint force with expert planning and execution across the spectrum of strategic, operational and tactical levels of war;
 - Being a dominant force in the current fight.
- Define and articulate “how we fight.”
- Develop preeminent expertise and proficiency in planning, organizing and commanding operational level campaigns.
- Anticipate changes in Joint force posture and operational demands in the Middle East; determine how those changes will effect Navy posture, positioning and operational tempo; and adjust accordingly.
- Integrate warfighting capabilities with the Marine Corps to meet the objectives of the Maritime Strategy and *Naval Operations Concept*.
- Move forward with the Coast Guard to ensure security in the maritime domain.
- Evolve and establish international relationships to increase security and achieve common interests in the maritime domain.

People

- Instill in our military and civilian force a focus on mission and individual readiness that is underpinned by a warrior ethos.

- Attract, recruit and retain a diverse, high-performing, competency-based and mission-focused force and ensure for the welfare of our Sailors, Navy civilians, and their families.

Key Enablers

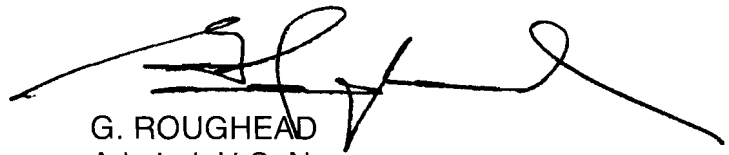
- Assess the return on investment in all we do, appreciating that our people, time and money are limited; manage our initiatives to guarantee the appropriate balance of efficiency and risk.
- Define the roles and responsibilities of each element within the Enterprise and determine how the Enterprise construct should be most effectively integrated into key headquarters processes, including the Planning, Programming, Budgeting and Execution System (PPBES).
- Optimize Navy staffs to efficiently and effectively support the Fleet and external constituencies.
- Complement key actions and initiatives with effective communication methods and messages to maximize our effectiveness and return on investment.

My Expectations – Charting our Course

The Director Navy Staff will coordinate specific tasking with OPNAV and Echelon II commanders to develop – within 30 days – comprehensive plans that accomplish my intentions and track our progress with Measures of Effectiveness (MOE). Those plans will include a current fix on programs and procedures, a path to the end state and associated MOEs. We will assess progress on a recurring basis. If we are spending our precious resources of people, time, or money on initiatives that do not align with my intentions, I expect you to question those initiatives and either validate, transform, or eliminate them.

Our Legacy – The Privilege to Serve

We are the world's finest Navy. Take pride that we provide for the safety, security, and prosperity of our Nation. We are headed in the right direction, and I am counting on your leadership, intellect, commitment and drive to keep us moving forward. I am honored to lead you. We are indeed the fortunate few who have the privilege to serve in the United States Navy.



G. ROUGHEAD
Admiral, U.S. Navy